

The Lean Manager A Novel Of Lean Transformation

Lean IT Lean Leadership for Healthcare Lean Transformations for Small and Medium Enterprises Improving Performance in Service Organizations Lean Transformation The Myths and Truths of Lean Transformations The Lean IT Field Guide The Lean Manager Why Lean Transformation Fails Better Thinking, Better Results Lean – Let's Get It Right! Lean Maintenance Building a Lean Service Enterprise The Lean Toolbox 5th Edition Lean Leadership on a Napkin Creating a Lean Culture Applied Lean Business Transformation Lean Transformations in Supply Chain, the Autocatalytic Nature of Lean Principles, and Tactics for Implementing Lean Tools The Toyota Way to Service Excellence: Lean Transformation in Service Organizations Beyond the Tps Tools Steven C Bell Ronald Bercaw Arnaldo Camuffo Joyce Ann Miller Bruce A. Henderson Raymond Kelly Michael A. Orzen Freddy Ballé Steven Leuschel Bob Emiliani David Rizzardo Ricky Smith Debashis Sarkar John R Bicheno Ken Pilone David Mann Dennis Hobbs Bryan Jay Gardner Jeffrey K. Liker Jon DeLong

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winner of a shingo research and professional publication award information technology is supposed to enable business performance and innovation improve service levels manage change and maintain quality and stability all while steadily reducing operating costs yet when an enterprise begins a lean transformation too often the it department is ei

healthcare organizations that have already applied lean thinking to their processes with the diligence of effective management

and strong leadership support are now realizing the benefits of their efforts and many of those benefits surpass what was thought possible just a few years ago to be successful these organizations had to provide the I

lean transformations for small and medium enterprises lessons learned from italian businesses summarizes two decades of research teaching and practice on lean thinking based on quantitative analysis of 100 cases of lean transformations and 20 in depth case studies of successfully transformed smes it explains how to undertake lean transformations that lead to operational and financial performance improvement and uses the lean transformation framework conceptualized by john shook at the lean enterprise institute as a practical approach to design and de risk the transformation process smes leaders wishing to undertake and sustain a lean transformation must make a serious and lasting commitment to transform avoiding the temptation to change course of action choose accurately the value streams that require improvement as defined by strategy deployment build capabilities to sustain the transformation lead by example by going to gemba and creating a culture of respect for people that goes beyond the visible devices and artifacts of lean tools

improving performance in service organizations guides professionals through the application of lean concepts and methods in the service sector agencies can use this innovative approach to analyze operations and determine ways to eliminate activities that are wasteful and add no value to the services delivered service organizations that undergo a lean transformation optimize the use of time and money associated with operations and ensure that scarce resources are allocated to the activities that produce the greatest value for clients served using a lean lens within the context of the organization s goals and mission taps into the latent energy and innovative ideas of personnel and releases resources trapped in a vicious cycle of wasted work efforts by applying the lean concepts methods and tools introduced in this book and creating a culture of continuous improvement service organizations can increase effectiveness and improve accountability for the funding they receive this book is also well suited for academic courses in quality improvement business operations management in business and or social service programs

known worldwide in manufacturing among those striving to maximize productivity and create pull scheduling of production as the yellow book this is the premier how to book for companies going lean touted by experts everywhere as practical down to earth and easy to read it warns of cultural issues that are certain to arise and gives step by step instructions for making the transformation it clearly explains such tools as continuous flow value stream mapping kanban kaizen six sigma just in time jit techniques for quick set ups and other pillars of the toyota production system it s full of examples of value stream mapping how kanban can resolve material supply issues how kaizen brainstorming can result in startling improvements overnight how just in

me jit frees mountains of money tied up in work in progress why six sigma quality needs to be built in and not inspected in how bottlenecks can be eliminated kanban snafus spotted before they happen and how instilling a championship mentality in cross functional teams an lead to increased productivity and continuous improvement that doesn t stop after the initial kaizen event

this book is a crucial resource for lean practitioners experienced or not who are seeking insight on how to gain more from their lean efforts how to overcome resistance to change that is to effectively convey what s in it for me to their business associates and to understand how other companies have overcome the barriers to implementing lean and incorporated it as the common sense approach to continuous improvement the author shares his specific experiences with lean transformations some successes and some failures his insightful perspective shows readers how the understanding of lean progresses from theory to common sense to common practice the lean initiative is not merely a transformation of skills but the development of a robust continuous improvement culture the book includes more than 60 case in point examples across a diversified range of industries based on the author s hands on experience with many multinational corporations these case in point examples show transformations that have resulted in 200 million verified annualized savings for a diversified array of industries the author details his journey from industry lean practitioner to a consultant in a top tier consultancy firm to developing his own consulting practice

how many it books have you read that are long on theory and short on practical application they are interesting but not very impactful they provide a framework from which to think and understand but lack a process from which to act addressing this urgent need for the it community the lean it field guide explains how to initiate execute and sustain a lean it transformation illuminating a clear path to lean it the authors integrate more than two decades of combined experience to provide you with a proven method for creating and sustaining a true lean it workplace this field guide not only highlights the organizational techniques of more agile and lean processes but also the leadership work required to help management adopt these new approaches based on proven methods from different industries including banking manufacturing insurance food and beverage and logistics the book details a clear model that covers all the components you need to achieve and sustain a favorable work environment and culture in support of lean it filled with anecdotes and case studies from actual businesses the book includes pictures templates and examples that illustrate the application of the lean methods discussed

in this groundbreaking sequel to the gold mine authors michael and freddy ballé present a compelling story that teaches readers the most important lean lesson of all how to transform themselves and their workers through the discipline of learning the lean system the lean manager a novel of lean transformation reveals how individuals can go beyond the short term gains

from tools and realize a deeper sustainable path of improvement full of human moments that capture the excitement and drama of lean implementation as well as clear explanations of how tools and systems go hand in hand this book will teach and inspire every person working to make lean a reality in their organization today this book will help you learn both the how of doing lean as well as the why behind the tools enabling you to become lean lean is the most important business model for competitive success today yet companies still struggle to sustain enduring and deep rooted business success from their lean implementation efforts the most important problem for these companies is becoming lean how can they advance beyond realizing isolated gains from deploying lean tools to fundamentally changing how they operate think and learn in other words how can companies learn to go beyond lean turnaround to achieve lean transformation the lean manager a novel of lean transformation by lean experts michael and freddy ballé addresses this critical problem as we move from what jim womack author lean management authority and lei founder calls the era of lean tools to the era of lean management the lean manager gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance while continually developing people the only way to become and stay lean is to produce lean managers says womack every isolated effort will recede or fail unless companies learn to use the lean process as a way of developing individual problem solvers with the ownership initiative and know how to solve problems learn and ultimately coach new individuals in this discipline that s why this book matters so much the lean manager the sequel to the ballé s international bestselling business novel the gold mine tells the compelling story of plant manager andrew ward as he goes through the challenging but rewarding journey to becoming a lean manager under the guidance of phil jenkinson whose own lean journey was at the core of the gold mine ward learns to use a deep understanding of lean tools as well as a technical know how of his plant s operations to foster a lean attitude that sustains continuous improvement where the gold mine shows you how to introduce a complete lean system the lean manager demonstrates how to sustain it ward moves beyond fluency with tools to changing his behavior as a manager and leader he shifts from giving orders and answers to asking the right questions so people identify and address problems he learns how to use tools to unleash the creativity and motivation of people so they learn how to solve problems as well as coach and teach others to solve problems ward learns how to create lean managers i am excited and have hopes that this book will enlighten readers about what it really means to live a business transformation that puts customers first and does this through developing people said jeffrey liker author of the toyota way and professor of industrial and operations engineering at the university of michigan people who do the work have to improve the work there are tools but they are not tools for improving the process they are tools for making problems visible and for helping people think about how to solve those problems

failure is merely a temporary weakening of momentum on the way to sustained success learning from past lean transformation failures will help any organization mitigate against the many challenges of changing culture management systems and

leadership styles why lean transformation fails is a brief it contains summaries anecdotes and reproduced content from organizations such as virginia mason medical center new united motor manufacturing inc saturn corporation general motors toyota toyota's suppliers the saskatchewan health system the dacare and wiremold with a foreword from bob emiliani phd and afterword from martial durin the managing director kaizen institute china contributor editor and author steven leuschel pulls together stories and lessons anyone implementing a lean journey can learn from to overcome barriers of lean transformation

this is the first book to document an actual company's lean transformation over a ten year period it presents in detail what the wiremold company did to achieve its transformation and their amazing results both financial and non financial the book vividly shows how wiremold applied lean principles and practices to the entire enterprise and throughout the value stream the wiremold company achieved outstanding success in a short period of time by using lean as a comprehensive management system rather than as a group of tools the leadership lessons are invaluable for anyone involved with making the lean management system come alive in their company

lean let's get it right how to build a culture of continuous improvement 978 0 367 42991 1 340939 shelving guide business management lean management this book addresses the root causes of why a majority of lean transformations have not met expectations more importantly it provides the information needed to turn around the failure mechanisms and transform them into critical success factors lean let's get it right delves into the psychology of change and motivation and clarifies the roles and responsibility changes which are required for alignment with lean principles while the author includes a review of lean principles the majority of the book either provides more depth of understanding of the principles or highlights how misalignment can thwart lean transformation efforts what this provides is not only clarity but it establishes a solid reference point or framework to guide the lean strategy the reader will begin to see how the principles are not simply a random set of characteristics or features of lean but are actually a set of fundamental beliefs on which all else is based though repeated throughout the book that an organization must develop the specifics of their own lean roadmap this book concludes with guidance on making it happen this book with its primary focus on people leadership and principles and less so on the details of tools and techniques can be thought of as providing the few critical missing puzzle pieces to enable an effective lean transformation

what is lean whether referring to manufacturing operations or maintenance lean is about doing more with less less effort less space fewer defects less throughput time lower volume requirements less capital for a given level of output etc the need to provide the customer more value with less waste is a necessity for any firm wanting to stay in business especially in today's

increasingly global market place and this is what lean thinking is all about lean operations are difficult to sustain more lean manufacturing plant transformations have been abandoned than have achieved true lean enterprise status there are solid and recurring reasons for both of these conditions the most significant of these reasons is that production support processes have not been pre positioned or refined adequately to assist the manufacturing plant in making the lean transformation and the most significant of the support functions is the maintenance operation which determines production line equipment reliability moving the maintenance operation well into its own lean transformation is a must do prerequisite for successful manufacturing plant or any process plant lean transformations this handbook provides detailed step by step fully explained processes for each phase of lean maintenance implementation providing examples checklists and methodologies of a quantity detail and practicality that no previous publication has even approached it is required reading and a required reference for every plant and facility that is planning or even thinking of adopting lean as their mode of operation a continuous improvement strategy using new lean principles eliminate wasteful practices from your manufacturing or chemical processes increasing the profitability of your plant save thousands of dollars a year on new equipment by keeping your existing equipment maintained using this revolutionary method

this book provides an assorted set of reflections lessons from the trenches of lean service and brings to fore leadership challenges new tools and the known unknowns insights that very few know but many in journey of lean transformation need to know lean has the ability to address a wide range of problems faced by service companies such as complexity reduction sales force productivity enhancement operations risk control cost leadership combining scale with flexibility service excellence and improving employee morale and involvement many of the principles discussed in the book are based on the author s first hand experience in lean implementation

this is the fifth edition of what has become a standard bestselling text on the tools systems and principles of lean manufacturing and lean operations the lean toolbox covers lean philosophy the science of lean improvement change strategy flow mapping scheduling layout quality product development supply chain lean accounting and lean beyond the factory floor it is aimed at managers and practitioners previous editions were known for their concise style and wide coverage over 110 000 copies of the previous editions were sold the last edition was recommended by apics for their international cpim certified in production and operations management examinations the book is prescribed by several universities in uk usa denmark the 4th edition remained on amazon co uk s top 10 on manufacturing for 5 years this is a complete revision and update including 40 additional pages

this very concise and straightforward book is aimed at top executives in virtually any industry who are either new to the concept of lean and its benefits to them or who have stalled in their transformations and are trying to resurrect their momentum the book is written in a style that mirrors a typical interaction with an executive across a table with a knowledgeable experienced lean coach consultant its style and substance reflect what a candid and casual conversation would sound and feel like the book includes simple hand drawn images thus the title lean leadership on a napkin to facilitate and simplify basic concepts as if a real dialogue was occurring in an informal setting it assumes that the executives have a little or no previous knowledge of lean methodologies or lean leadership but have awakened to the possibility of their promise to grow themselves and their enterprises dramatically most executives have little time for extensive reading or patience with sales presentations those same leaders will therefore appreciate the simple uncluttered and above all objective summary this book provides the book breaks down the process of transforming the organization around lean principles into three component transformational phases or steps namely introduction integration and internalization i e the i 3 strategy each phase includes critical factors to understand do and share as well as deep reflection questions to help leaders decide on an appropriate path forward for themselves as leaders and for their organizations while the integration and internalization steps are introduced here the primary focus of this work is on those critical issues arising in the early introduction step a unique advantage of this book is that it braids together four critical elements of success lean concepts methodology culture change leadership and business performance essentially the reader will obtain a broad basic and solid understanding and leadership foundation about lean the leader s unique role in transformation and confidence to make appropriate decisions about the how and if to proceed in addition it will offer a path forward by providing the reader with abundant resources and consulting support for those seeking to launch a lean transformation

winner of a shingo research and professional publication award the new edition of this shingo prize winning bestseller provides critical insights and approaches to make any lean transformation an ongoing success it shows you how to implement a sustainable successful transformation by developing a culture that has your stakeholders throughout the o

the advertised benefits and those being touted from numerous lean factories today are just too great to ignore not only can companies save time and money and increase market share but they can achieve product differentiation from their competitors which is the single best reason for implementing lean applied lean business transformation was written for manufacturers who have taken the initiative to implement a lean operating system but haven t achieved the expected results and for those convinced of the benefits of lean but don t know how to go about achieving a successful lean transformation often fear of a new system causes a guarded conservative safe minimum to low risk approach to be taken an approach to business transformation

so safe that no traditional systems are challenged will no doubt result in few benefits being achieved this valuable guide is presented in three parts part one explains the decision making process for determining whether a lean business transformation is a good solution for your enterprise part two explains the mechanics of the lean transformation process part three discusses the need to change goals to support the lean operating system with new performance measurements to re enforce lean throughout the enterprise this unique book also includes the means for estimating realistic operational benefits return on investment and potential increased product or service market share

expanding lean principles beyond the manufacturing floor ultimately to entail a comprehensive lean enterprise has gained increasing attention among corporations this thesis entails a detailed case study of initiating a lean transformation in the supply chain department of a technology center for engineering integration and final assembly of directional drilling equipment this technology center is part of schlumberger a global corporation and industry leader in directional drilling and other oilfield technologies and services initiating the lean transformation in this supply chain department is detailed and used as the central theme throughout the thesis the rapid successive applications and results of conventional lean principles are evaluated due to the near relative proximity of the several initiatives undertaken in both time and within the organization this case is used to evaluate the autocatalytic nature of lean principles within the supply chain department concurrently the dynamics involved with the interactions of personnel within the department are evaluated as a lean transformation is so heavily dependent upon the personnel participating in the change tactics for initiating a lean transformation are treated in reference to the several initiatives of this case study these three components lean principles their autocatalytic interaction and relevant human interactions are all combined to comprehensively address the most influential aspects of affecting a lean transformation in a supply chain department

the world s bestselling lean expert shows service based organizations how to go lean gain value and get results the toyota way a must read for service professionals of every level this essential book takes the proven lean principles of the bestselling toyota way series and applies them directly to the industries where quality of service is crucial for success jeff liker and karyn ross show you how to develop lean practices throughout your organization using the famous 4p model whether you are an executive manager consultant or frontline worker who deals with customers every day you ll learn how take advantage of all lean has to offer with this book as your guide you ll gain a clear understanding of lean and discover the principles practices and tools needed to develop people and processes that surprise and delight each of your customers these ground tested techniques are designed to help you make continuous improvements in your services streamline your operations and add ever increasing value to your customers fascinating case studies of lean driven success in a range of service industries including healthcare

insurance financial services and telecommunications illustrate that lean principles and practices work as well in services as they do in manufacturing drawn from original research and real world examples the toyota way to service excellence will help you make the leap to lean

since leaving toyota i have discovered that many other companies are missing what i believe to be the most crucial ingredient to ensure a successful and a sustainable lean transformation creating the right culture beyond the tps tools describes from firsthand experience why toyotas culture provides the good soil required to deploy lean strategies from the green field startup of toyotas indiana assembly plant to the struggles of managing at toyotas most seasoned plant in kentucky discover how my leadership style has evolved into a practical approach for leading lean with a north american workforce

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Introduction

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